

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Central Moloney, Inc.

#### Arkansas Manufacturing Solutions

#### Central Moloney, Inc. Achieves Cost Savings with Lean

##### Client Profile:

Central Moloney, Inc. is a manufacturer and supplier of large single-phase, three-phase and distribution transformers. In business since 1949, the Central Moloney distribution transformers are supplied to utilities all over the world. The company employs 400 people at its facility in Pine Bluff, Arkansas.

##### Situation:

Central Moloney saw Lean manufacturing as the methodology to achieve their goals of defect-free products, on-time delivery, and continuous improvement. After completing a Green Supplier Network (GSN) project conducted by Arkansas Manufacturing Solutions (AMS), a NIST MEP network affiliate, Central Moloney decided to further its Lean journey with AMS' assistance.

##### Solution:

AMS provided two Principles of Lean Manufacturing introductory classes with an emphasis on training 20 mid-level supervisors, developing a Lean continuous improvement champion, and concentrating on cost savings implementation. The desire to build a foundation included training the 20 supervisors on waste identification, workplace organization, and better supervisory skills utilizing the Training Within Industries (TWI) principles. The first Kaizen event mapped the radiator line and made extensive changes to the layout of equipment resulting in the following process improvements: created a one-piece flow, established an in-cell kanban for cell parts, and right sized the equipment, eliminating the need for a second welder. The second Kaizen event looked at the large assembly area. Inventory was prevalent throughout the process line. A Value Stream Map was created and waste was determined and opportunities identified. It was determined that some processes in the line required batch processing. The team created the right batch size and location for this inventory. The company implemented the policy of only workplace materials on the plant floor, set up an audit system to maintain 5S (Sort, Set in Order, Shine, Standardize, Sustain), and set up six Kanban systems on the production floor. As a result of AMS' assistance, the reduction and elimination of waste is spreading throughout the company and has allowed Central Moloney to better satisfy the goals of the quality policy.

##### Results:

\* Achieved over \$185,000 in cost savings.

##### Testimonial:

"With the implementation of the 5S program in our manufacturing operation, we have been able to enhance our product flow and free up floor space throughout the plant. With the success of Lean in our plant, the decision was made to implement Lean in our other plant with the assistance of AMS."

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

Walter Robertson, Plant Production Manager